

## ***Image Repair Efforts of Starbucks PT Sari Coffee Indonesia Amid the Global Pro-Israel Boycott Phenomenon (2023-2024)***

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### **ABSTRAK**

Penelitian ini membahas upaya Starbucks Indonesia dalam menerapkan strategi Image Repair Theory untuk memperbaiki citra perusahaannya akibat tuduhan berafiliasi dengan Israel. Menurut Image Repair Theory, terdapat tiga strategi utama yang dapat digunakan perusahaan untuk memperbaiki citra ketika menghadapi permasalahan semacam ini: Penyangkalan, Pengurangan Dampak Negatif, dan Tindakan Korektif. Penelitian ini menjelaskan strategi-strategi yang diterapkan oleh Starbucks Indonesia menggunakan metode penelitian deskriptif kualitatif melalui tinjauan literatur, data primer, serta data sekunder. Hasil penelitian menunjukkan bahwa Starbucks Indonesia menggunakan kedua strategi tersebut, yaitu penyangkalan melalui pernyataan yang menolak tuduhan, serta tindakan korektif melalui inisiatif bantuan sosial seperti donasi. Namun demikian, perusahaan masih lebih banyak mengandalkan pendekatan yang bersifat reaktif, sehingga tetap rentan terhadap dinamika narasi sosial-politik yang terus berkembang terkait konflik tersebut. Upaya pemulihan citra yang dilakukan Starbucks Indonesia memang mampu meredam dampak negatif terhadap reputasi dalam jangka pendek, tetapi belum sepenuhnya menjamin kepercayaan konsumen dalam jangka panjang. Oleh sebab itu, perusahaan perlu meningkatkan transparansi serta mempertahankan konsistensi dalam pelaksanaan tanggung jawab sosialnya.

Kata kunci: Boikot, Image Repair, Penyangkalan, Starbucks, Tindakan Korektif.

### **ABSTRACT**

*This study examines the efforts of Starbucks Indonesia in implementing Image Repair Theory strategies to restore its corporate image following allegations of affiliation with Israel. According to Image Repair Theory, there are three main strategies that organizations can use to repair their image when facing such issues: denial, reduction of offensiveness, and corrective action. This study explains the strategies applied by Starbucks Indonesia using a qualitative descriptive research method through literature review, primary data, and secondary data. The findings indicate that Starbucks Indonesia employs two of these strategies, namely denial through official statements rejecting the allegations, and corrective action through social assistance initiatives such as donations. However, the company still tends to rely on reactive approaches, making it vulnerable to the evolving dynamics of socio-political narratives related to the conflict. While these image repair efforts help mitigate negative reputational impacts in the short term, they are not sufficient to fully ensure long-term consumer trust. Therefore, the company needs to enhance transparency and maintain consistency in its corporate social responsibility practices.*

*Keywords: Boycott, Corrective Actions, Denial, Starbucks, Image Repair,*

### **INTRODUCTION**

*The Israel-Palestine conflict persisted from the 19th to the 20th century, or more specifically, since 1967 (Bourke, 2013). The conflict escalated on October 7, 2023, when Hamas launched an attack on Israel, resulting in the deaths of 1,200 Israeli citizens (Kottasova, 2024). In retaliation, Israel carries out continuous attacks that, as of 17 September 2025, claim the lives of more than 68,000 people, including 66,054 Palestinians and 1,983 Israelis (OCHA, 2025). The war creates a severe humanitarian crisis in Gaza, where more than half a million people face famine, health facilities collapse, and over three-fifths of all buildings are damaged or destroyed. Millions of Palestinians are displaced, many multiple times, and vulnerable groups such as women and children suffer from a lack of healthcare, education, and protection (UNFPA Palestine, 2025). The conflict draws global attention and*

*raises awareness of human rights violations committed by Israel against the Palestinian people. This reignites international solidarity with Palestine, expressed through diplomatic initiatives, humanitarian aid, and, most prominently at the individual level, through boycotts of products and companies that invest in or support Israel.*

*According to Christopher C. Joyner, a boycott is an economic pressure tactic in which people refuse to buy or use goods and services from a particular entity, usually for political reasons. This action often involves persuading others to join, which can occur at local, regional, or international levels (Joyner, 2009). Boycotting already existed in biblical times, as seen in the Jews' avoidance of Samaritans, the Greeks' rejection of failed political candidates, and the Romans' expulsion of citizens who broke the law. In the Middle Ages, the Roman Catholic Church also excommunicated the people it considered*

outsiders. However, the word boycott only appeared in 1880, when Charles S. Parnell used it to describe how Irish tenant farmers shunned Captain Charles C. Boycott, an English rent collector. Since then, the term has referred to deliberate actions that exclude a person, group, or country from everyday economic interactions as a form of protest or pressure (Joyner, 2009).

Starbucks is among the brands targeted for boycott, as listed on several boycott platforms, including *boycotzionism.com* and *bdnaash.com*. The inclusion is mainly due to the perception that Starbucks supports Israel, especially after the company condemned and sued its workers' union in 2023. On October 7, Starbucks Workers United posted a tweet with the text "Solidarity with Palestine!" alongside an image of a bulldozer breaking through the Gaza fence, which led to the lawsuit (CJPME, 2024). Starbucks' mistreatment of the union is seen as retaliation against its support for Palestine. Despite some claims, Starbucks does not fund or provide direct financial support to Israel, and it has not had stores in Israel since 2003 (Tifada, 2023). This issue affects Starbucks' headquarters and operations in Indonesia, where the company's image deteriorates as misinformation spreads. Starbucks clarifies on its official website that it does not support Israel.

PT MAP Boga Adiperkasa (MAPB), the company that operates Starbucks Indonesia, reports a loss of approximately IDR 22.23 billion in the first quarter of 2024 as sales drop from IDR 956.82 billion in the same period in 2023 to IDR 787.63 billion. By the third quarter of 2024, MAPB reports a net loss of IDR 79.13 billion, with sales down by 21.1% compared to the previous year (Tonce, 2024). The company closed 11 stores in 2024 and an additional 11 in the first quarter of 2025. The impact also extends to employees, with about 7,500 workers in Indonesia reporting pressure and stigma just for wearing the Starbucks logo or using its products (Yolandha, 2025). The boycott movement is exerting a significant impact on Starbucks Indonesia. In contrast to previous years, when the company consistently targeted to open new outlets annually, several existing stores are instead closed. The study "The Effect of the Israeli and Palestinian War Boycott on Starbucks Finances" by Sarjono, Khairunnisa, Sandy, Leono, Melisa, and Soeratin (2024) examines how the global boycott movement influenced Starbucks' financial performance. The authors report a decline in company shares of about \$12 billion, a sales drop of \$862.3 million, and the postponement of store expansion plans. The Authors provide several recommendations, such as improving operational efficiency, diversifying services, innovating menus, investing in digital technology, enhancing service quality through staff training, maintaining transparent communication with the public, and shifting into more stable markets to balance declining sales (Sarjono et al., 2024).

Meanwhile, the study "Citra Starbucks Pasca Kasus Pemboikotan Pro Israel" by Haniyah and Dewi (2024) highlights Starbucks' response to this reputational challenge. The study explains that Starbucks responded to the boycott through intensive promotional activities to counter negative public perception. To mitigate Howard

Schultz's speech, Starbucks clarified its position and implemented marketing strategies, including campaigns that offered customers free Starbucks cups (Haniyah & Dewi, 2024). The study emphasizes Starbucks' marketing approach as its primary strategy for managing reputational damage. Another study that addresses a similar issue to the current situation faced by Starbucks is the article entitled "Strategi Image Repair PT HM Sampoerna TBK pada peristiwa 'Karyawan Pabrik Surabaya Positif Covid-19'" by Hasibuan (2020). This study examines the impact on the company's image, which received negative public sentiment toward its products following reports that several employees had infected COVID-19. The research applied Benoit's (1995) Image Repair Theory to identify the strategies employed by PT HM Sampoerna Tbk in response to the issue. The study identified four key strategies employed by the company: denial, reducing offensiveness, evading responsibility, and corrective action.

While previous research has examined the financial consequences of the boycott (Sarjono et al., 2024) and marketing strategies adopted by Starbucks to address negative perception (Haniyah & Dewi, 2024), there remains limited scholarly attention on how Starbucks Indonesia, specifically PT Sari Coffee Indonesia, has undertaken systematic image repair efforts in response to the global pro-Israel boycott phenomenon. Moreover, although Hasibuan (2020) applied Benoit's Image Repair Theory in a different context, no study to date has used this framework to analyze the reputational crisis faced by Starbucks in Indonesia. Thus, this research fills the gap by exploring how PT Sari Coffee Indonesia has employed image repair strategies during 2023-2025, situating the analysis within Benoit's theoretical framework, and focusing on the intersection of global political issues and corporate reputation in Indonesia. This research aims to identify the image repair efforts undertaken by Starbucks PT Sari Coffee Indonesia in response to the global boycott phenomenon.

The book "Accounts, Excuses, and Apologies: A Theory of Image Restoration Strategies" by William L. Benoit (1995) is based on rhetorical (apologia) and sociological perspectives, which resulted in Image Repair Theory. The fundamental situation of image repair occurs when an individual or organization is accused of engaging in inappropriate actions, followed by efforts from the actor to restore their damaged image. Essentially, attacks on image or reputation can be attributed to two main reasons: (1) an undesirable action has occurred, and (2) the actor is held responsible for that action. As a result, the accused party will employ Image Repair Strategies to recover its image. Benoit organizes these strategies into five main categories, three of which contain subcategories: denial, evasion of responsibility, reducing offensiveness, corrective action, and mortification (Benoit, 1995). However, through his research, Benoit found that individuals, organizations, and corporations rely on denial and corrective action strategies to manage reputational crises.

#### **A. Denial**

One strategy for responding to an attack is denial, in which the accused rejects the alleged wrongdoing. This category consists of two sub-strategies: simple denial and shifting the blame. Simple denial refers to a situation in which the accused party directly and explicitly rejects the accusation. For instance, a company may assert that it has never engaged in the alleged misconduct. Evidence of this strategy can usually be found in speeches, press releases, or online posts that explicitly state that the company did not engage in offensive action (Benoit, 1995).

**B. Reduce Offensiveness**

Reducing offensiveness is a strategy to minimise the audience’s adverse reaction toward the accused. This approach involves bolstering, where the company focuses on positive actions or past achievements to maintain a favourable perception. By emphasizing the actor’s commendable qualities or prior contributions, efforts are made to neutralize misconduct and regain public trust, thereby decreasing the intensity of negative judgment (Benoit, 1995).

**C. Evasion of Responsibility**

Evasion of Responsibility is a strategy where an actor avoids taking responsibility for the act. This approach involves defeasibility, where the company lacks knowledge or control over factors that are related to the offensive act. By emphasizing its limited awareness or capacity, the company aims to create the impression that the act occurred beyond its control. Through this approach, the company attempts to appear less guilty (Benoit, 1995).

**D. Corrective Action**

Corrective action is a strategy in which the accused pledges to resolve the problem. The approach may involve restoring the situation to its original state or introducing changes to ensure the offensive act will not happen again. When a company faces an attack, it often assures stakeholders that the issue will be addressed promptly and that reforms will be implemented to prevent recurrence. Evidence of corrective action can be found in speeches, press releases, or official posts emphasizing the company’s commitment to solving the problem and avoiding repeated violations (Benoit, 1995).

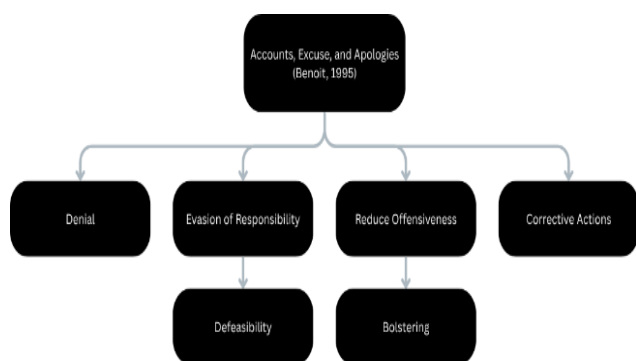


Figure 1. Synthesis Chart by Researchers Using Benoit’s (1995) Image Repair Theory

**METHOD**

The “Image Repair Efforts of Starbucks PT Sari Coffee Indonesia Amid the Global Pro-Israel Boycott Phenomenon (2023-2024)” research employs a qualitative descriptive approach to analyze the phenomenon. According to John W. Creswell (Cresswell, 2009), qualitative research is used to explore and understand social phenomena from participants’ perspectives. Furthermore, Karen J. Colorafi and Bronwynne Evans (2016) explain that qualitative descriptive research aims to provide a comprehensive summary of events in everyday language. In addition, Hyejin Kim et al. (2017) emphasize that this approach focuses on providing a clear, detailed description of a phenomenon.

The study entitled “Image Repair Efforts of Starbucks PT Sari Coffee Indonesia Amid the Global Pro-Israel Boycott Phenomenon (2023-2024)” uses Image Repair Theory by Benoit (1995) to examine the company’s response to reputational challenges arising from the boycott movement against products and corporations affiliated with Israel. The findings indicate that PT Sari Coffee Indonesia undertakes several strategies to restore its corporate image, specifically using Denial and Corrective Actions strategies as outlined in Benoit’s framework. The study uses descriptive research. Descriptive research aims to describe and illustrate a phenomenon, event, or occurrence as it occurs in the present (Sudjana & Ibrahim, 2004).

This study’s timeframe is 2023 to 2025, enabling researchers to describe Starbucks’s condition during the global boycott movement against pro-Israel products and corporations. Through data collection, this research relies on primary and secondary data sources. Primary data refers to information obtained directly by the research subject, and secondary data refers to information obtained indirectly by researchers (Sugiyono, 2016). “Image Repair Efforts of Starbucks PT Sari Coffee Indonesia Amid the Global Pro-Israel Boycott Phenomenon (2023-2024)” primary data are collected through the annual reports from PT Sari Coffee Indonesia, Starbucks Indonesia social media, such as Instagram, and Starbucks Indonesia official website. Secondary data are collected from third-party sources, such as news outlets and researchers who have conducted similar research on Starbucks Indonesia.

After the data are collected, they are analyzed using a qualitative descriptive approach. The analysis process involves organizing and categorizing the data based on relevant themes related to the global boycott phenomenon. Furthermore, the data are interpreted by identifying patterns in Starbucks Indonesia’s response and communication strategies. These findings are then examined using the Image Repair Theory, in order to determine which image repair strategies are employed, such as denial, evasion of responsibility, reducing offensiveness, and corrective action.

**FINDINGS**

Image plays an important role in a brand’s success. It is a key factor in managing and resolving conflicts. Benoit explains that image repair studies primarily focus on identifying potential strategies rather than providing direct

solutions. Perception also plays an important role in image repair. A company will only respond defensively if it is seen as being at fault (Benoit, 1995). In this case, Starbucks faces negative public perception following its conflict with the workers' union. The company is perceived as being affiliated with Israel after suing the union for expressing support for Palestine. Although Starbucks claims to hold no political stance in its defense, it explains that the lawsuit was intended to avoid being associated with any political view. However, this explanation failed to resonate with the public, leading Starbucks to become a target of the global boycott movement.

The worldwide boycott affects Starbucks' headquarters and its brand presence in Indonesia. As the country with the most significant number of Starbucks stores in Southeast Asia, with 523 total stores in 2022 (Seasia.stats, 2023), Indonesia represents a significant market for the company. However, despite having the highest number of stores in the region, the boycott phenomenon has led to the closure of several Starbucks outlets in Indonesia. In 2024, at least 11 Starbucks stores were reported to have closed due to the boycott phenomenon. Eva Andirnie, corporate secretary, has mentioned in an interview that, "Before the boycott happened, we opened at least 70 to 80 stores each year, but under current market conditions, we only opened 10 to 15 stores each year" (IDX, 2025). This indicates that the boycott has not only affected public perception but has also resulted in business consequences such as reduced expansion rates.

Indonesia's active participation in the boycott movement further amplifies these impacts, contributing to a decline in the brand's image and sales, and to shifting consumer behaviour. Following Benoit's Image Repair Theory, Starbucks employs various strategies conveyed through official corporate channels, allowing the company to address directly and clarify its position. The researchers identify the strategies most prominently used during 2023-2024 period, with particular emphasis on how the strategies are delivered with Benoit's (1995) typology of image repair. Starbucks primarily uses digital platforms, such as social media, to address the issue and reach a wider audience.



Source: Social Media of Starbucks Indonesia

Figure 1. "Truth Matters" Starbucks Indonesia

Researchers found that Starbucks Indonesia applies the denial strategy in its image repair efforts. This can be seen in its official Instagram post titled "Truth

Matters." The company announces that it has no political agenda and is not using its profits to fund any government operations or the military (Starbucks Indonesia, 2024). Through this statement, Starbucks Indonesia has indirectly rejected public accusations linking the brand to Israel and the ongoing conflict, as stated in this statement. By denying the allegations, the company aims to clarify misinformation and distance itself from political involvement, reinforcing its neutral and consumer-focused brand image. This follows Benoit's definition of the denial strategy, which involves rejecting responsibility for the offensive act or disputing its occurrence to protect the company's reputation (Benoit, 1995). Furthermore, Starbucks Indonesia states that it has never shared its profits with the Israeli government or military, and that all donations are reported in its annual proxy statements (Indraini, 2023). Thus, pushing the rejection while also proving by saying every donation is reported by the company transparently.



Source: Social Media of Starbucks Indonesia

Figure 2. "Truth Matters" Starbucks Indonesia

In the second slide of the "Truth Matters" Instagram post, Starbucks Indonesia also applies a bolstering strategy to its image repair efforts. The company shows its commitment to peace, empathy, and human welfare. Starbucks Indonesia emphasizes that it does not support violence or hatred and remains focused on providing the best Starbucks Experience for all customers (Starbucks Indonesia, 2024). By highlighting its positive values and contributions, the company aims to demonstrate its good intentions and social responsibility to the public. This reflects Benoit's bolstering strategy, which focuses on reducing offensiveness by associating the company with positive attributes to restore public trust (Benoit, 1995).

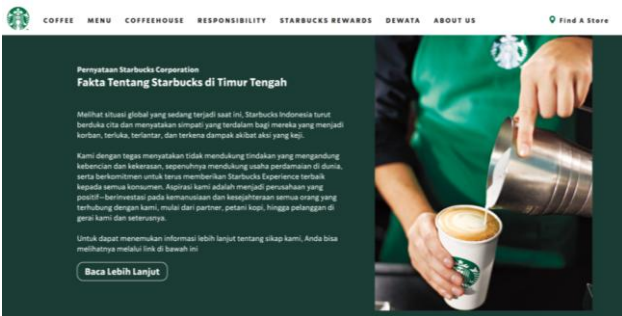
Furthermore, in the Coffee Talk Media Interview, Avo, Senior GM Public Affairs and Corporate Communications Starbucks Indonesia, states that Starbucks curses violence, hate speech, and everything that involves weapon usage (Yuliatwati, 2024). This interview strengthens the message, as it is not only communicated through social media but also delivered directly by an official representative of Starbucks Indonesia, thus adding value and a deeper emotional appeal to the statement. The message is conveyed through both digital platform and formal media channels, further reflecting Starbucks Indonesia use of the bolstering strategy.



Source: Social Media of Starbucks Indonesia

Figure 3. Starbucks Indonesia Donation to World Central Kitchen (WCK)

Further research shows that Starbucks Indonesia also applies the corrective action strategy in its image repair efforts. On Starbucks Indonesia's 22nd anniversary during the global boycott movement, PT Sari Coffee Indonesia, the license owner of Starbucks Indonesia, announced a donation of Rp5.000.000.000 (approximately US \$314,000) to World Central Kitchen (WCK) to provide over 100,000 meals to people in Gaza (Starbucks Indonesia, 2024). Through this strategy, the company aims to restore public trust and reinforce its socially responsible image amid the ongoing controversy. According to Benoit's Image Repair theory, the company takes visible actions to fix the issue and show its commitment to improvement (Benoit, 1995). Furthermore, during a media gathering in Pantai Indah Kapuk Jakarta, Anthony McEvoy as CEO of PT Sari Coffee Indonesia stated that 50% of the profits from locally sourced Sumatra coffee are allocated to humanitarian aid for Gaza (Tirto.id, 2024). He further emphasized that all workers, stakeholders, and coffee sources are locally based, underscoring the absence of any support from Israel to Starbucks Indonesia. This communication reflects the bolstering strategy within Benoit's (1995) image restoration typology, which involves emphasizing positive actions to reinforce the organization's reputation.



Source: Social Media of Starbucks Indonesia

Figure 4. Facts About Starbucks in the Middle East

"Seeing the current global situation, Starbucks Indonesia expresses its condolences and deepest sympathy to those who have become victims, been injured, displaced, or affected by these heinous acts. We firmly state that we do not support any actions involving hatred or violence. We fully support efforts toward global peace and remain

committed to providing the best Starbucks Experience to all customers. We aspire to be a positive company that invests in humanity and the well-being of everyone connected to us – from our partners and coffee farmers to our customers in stores and beyond." (Starbucks Indonesia, n.d.).

The researcher also finds that Starbucks Indonesia implements its image repair efforts through various communication platforms. Besides its social media, specifically Instagram, where most customer interaction occurs, the company's official website shows this effort. The website's main page announces, "Facts About Starbucks in the Middle East." This statement follows Benoit's Image Repair Theory, particularly through corrective action and reducing offensiveness strategies. The corrective action is evident in Starbucks Indonesia's attempt to clarify misinformation and explicitly communicate its neutrality and support for peace. At the same time, the strategy of reducing offensiveness is evident in the company's emphasis on humanitarian values, which include expressing sympathy for the victims, condemning violence, and highlighting its commitment to community welfare and global harmony (Starbucks Indonesia, n.d.).



Source: Social Media of Starbucks Indonesia

Figure 5. Starbucks' Response Regarding the Conflict in Gaza.

Upon clicking "Read more," users are directed to a webpage titled "Starbucks' Response Regarding the Conflict in Gaza." This page clarifies the company's stance and addresses widespread misinformation circulating on social media regarding Starbucks' alleged political involvement. Starbucks emphasizes that it is a non-political global company that does not provide financial support or donations to military operations, political movements, or governments, including Israel. The company further states that its store also operates in the Middle East under a licensing agreement with the Alshaya Group. Starbucks also mentions its commitment to diversity and inclusion. In addition, Starbucks Indonesia clarifies that the company has not had any business presence in Israel since 2003, as it withdrew due to operational challenges in the market rather than for political reasons (Starbucks Indonesia, n.d.). Through these statements, Starbucks makes an effort to announce its position as a neutral, inclusive organization that delivers coffee and a positive customer experience worldwide.

Table 1. Analysis of Starbucks' Statement "Starbucks' Response Regarding the Conflict in Gaza."

No.	Image Repair Category	Original Statements	English Interpretation and Analysis
1	Denial	Meskipun akar kami berada di Amerika Serikat, kami adalah perusahaan global dengan gerai yang tersebar di 86 pasar, termasuk lebih dari 1.900 gerai di 11 wilayah Timur Tengah dan Afrika Utara yang mempekerjakan lebih dari 19 ribu partner (sebutan untuk karyawan) yang mengenakan green apron (Starbucks, 2023).	Starbucks Indonesia uses the word "Meskipun" (meaning "although" ), which means that while the company acknowledges its roots in the United States, it also emphasizes its identity as a global company. This suggests that despite its American origin, Starbucks distinguishes its current stance and operations from its place of origin.
2	Reducing Offensiveness, Bolstering		Starbucks Indonesia states that the company employs thousands of individuals, whom they refer to as "partners." This statement highlights the company's positive contribution to society by providing employment opportunities and supporting local communities through its job creation.
3	Reducing Offensiveness, Bolstering	Di pasar tempat kami berbisnis, kami bangga menjadi bagian dari komunitas lokal bekerja secara langsung dengan partner bisnis lokal yang mengoperasikan gerai kami, mempekerjakan ribuan warga lokal, melayani jutaan pelanggan, dan memberikan dampak positif kepada banyak orang melalui dukungan kami yang berasal dari lingkungan dan kota setempat (Starbucks, 2023).	Starbucks Indonesia emphasizes its close relationship with local communities by highlighting its collaboration with local business partners who operate its stores. This statement aims to show the company's commitment to community engagement, local employment, and positive social impact. By highlighting its local involvement, Starbucks Indonesia seeks to create a positive image through its contributions.
4	Denial	400 ribu partner kami di seluruh dunia memiliki pandangan berbeda mengenai beragam topik. Terlepas dari spektrum keyakinan tersebut, Starbucks telah dan tetap menjadi organisasi non-politik. Baik Starbucks maupun mantan pemimpin, presiden, dan CEO perusahaan, Howard Schultz, tidak memberikan dukungan finansial kepada pemerintah Israel dan/atau Angkatan Darat Israel dengan cara apa pun (Starbucks, 2023).	Starbucks emphasizes that its 400,000 partners worldwide hold diverse personal views on various issues, yet the company remains a non-political organization. Starbucks Indonesia denies having political stances despite its partners' individual beliefs. Furthermore, Starbucks explicitly denies any financial support to the Israeli government or Israel Defense Forces (IDF), either from the company itself or from its former leader, president, and CEO, Howard Schultz. Starbucks Indonesia aims to deny and counter misinformation circulating about the company and its former CEO, Howard Schultz.
5	Corrective Action	Apa yang kami yakini, dan tetap kami fokuskan, adalah untuk tetap setia pada warisan jangka panjang perusahaan kami cukup terhubung dengan partner dan pelanggan kami sambil menikmati secangkir kopi berkualitas tinggi dan menawarkan pengalaman terbaik bagi mereka terlepas dari lokasi geografis (Starbucks, 2023).	Starbucks states that the company remains committed to its long-standing values by maintaining strong connections with both partners and customers. This statement shows Starbucks' corrective action in staying consistent and loyal to its values while continuing to build trust and connection across different regions.

6.	<i>Reducing Offensiveness, Bolstering</i>	<p><i>Apa tanggapan Starbucks mengenai konflik di Gaza?</i></p> <p><i>Posisi kami tetap tidak berubah. Starbucks menjunjung tinggi kemanusiaan. Kami mengutuk kekerasan, hilangnya nyawa orang yang tak berdosa, serta semua ujaran kebencian dan senjata (Starbucks, 2023).</i></p>	<p><i>Starbucks answers questions regarding its response to the Gaza conflict, the company claims its commitment to humanity, and condemns violence and the loss of innocent lives. This statement enables the company to redirect its focus from political accusations to its core principles of peace and social responsibility, as Starbucks seeks to maintain public trust.</i></p>
7	<i>Denial</i>	<p><i>Meskipun pernyataan yang tidak benar tersebar melalui media sosial, kami tidak memiliki agenda politik. Kami tidak menggunakan keuntungan kami untuk mendanai operasi pemerintah atau militer di mana pun – dan tidak pernah melakukannya (Starbucks, 2023).</i></p>	<p><i>Afterward, Starbucks Indonesia also states that although misinformation is spreading, it denies that Starbucks funds any government or military operation anywhere, and never did. Starbucks directly rejects the false claims spreading and makes it clear that it has never supported any political or military agenda.</i></p>
8	<i>Reducing Offensiveness, Bolstering</i>	<p><i>Apakah Starbucks beroperasi di Timur Tengah?</i></p> <p><i>Ya. Starbucks telah berada di Timur Tengah selama lebih dari 20 tahun. Sekitar 19.000 partner (karyawan) green apron di seluruh wilayah melayani jutaan pelanggan setiap harinya (Starbucks, 2023).</i></p>	<p><i>Starbucks emphasizes its long-standing presence and positive contribution in the Middle East. It has operated for over 20 years, employing around 19,000 partners who serve millions of customers. Starbucks highlights its inclusivity and global contribution, reminding the public of its positive role and trying to maintain a good image.</i></p>
9	<i>Evasion of Responsibility, Defeasibility</i>	<p><i>Partner bisnis lokal Alshaya Group mengoperasikan hampir 2.000 gerai Starbucks di kawasan Timur Tengah dan Afrika Utara. Di wilayah tersebut, saat ini kami hanya memiliki gerai di Bahrain, Mesir, Yordania, Kuwait, Lebanon, Maroko, Oman, Qatar, Arab Saudi, Turki, dan Uni Emirat Arab (Starbucks, 2023).</i></p>	<p><i>Starbucks highlights its partnership with Alshaya Group, showing that the company's operations in the Middle East and North Africa are managed through local business collaborations rather than direct ownership. The company aims to distance itself from political issues and emphasize its business structure. Starbucks Indonesia subtly indicates that it does not directly control its stores in those areas.</i></p>
10	<i>Denial</i>	<p><i>Meskipun pernyataan yang tidak benar tersebar melalui media sosial, kami tidak memiliki agenda politik. Kami tidak menggunakan keuntungan kami untuk mendanai operasi pemerintah atau militer di mana pun – dan tidak pernah melakukannya (Starbucks, 2023).</i></p>	<p><i>Starbucks asserts that the company has no political agenda and has never used its profits to support any government or military operations. This statement reflects Starbucks's effort to counter false claims spreading through social media by distancing itself from political involvement.</i></p>
11	<i>Denial</i>	<p><i>Apakah Starbucks adalah organisasi politik?</i></p> <p><i>Tidak. Kami tidak punya agenda politik. Kami tidak menggunakan keuntungan kami untuk mendanai operasi pemerintah atau militer di mana pun – dan tidak pernah melakukannya (Starbucks, 2023).</i></p>	<p><i>Starbucks reiterates its rejection of any association with political activities or agendas. It firmly states that it is not a political organization and has never used its profits to fund any government or military operations.</i></p>
12	<i>Evasion of Responsibility, Defeasibility</i>	<p><i>Apa kata Starbucks tentang misinformasi di media sosial?</i></p>	<p><i>Starbucks mentions that false claims have led to isolated incidents of violence and vandalism. Starbucks highlights the real consequences of misinformation</i></p>

		<i>Pernyataan yang tidak benar yang dibuat tentang siapa kami dan apa yang kami perjuangkan telah tersebar melalui media sosial. Informasi yang salah ini menyebabkan tindakan kekerasan dan vandalisme yang terisolasi di beberapa gerai kami di seluruh dunia. Penting bagi kami untuk meluruskan hal ini (Starbucks, 2023).</i>	<i>while positioning itself as a victim of external circumstances. Starbucks suggests that the adverse actions were caused by external misinformation rather than its own wrongdoing.</i>
13	<i>Denial</i>	<i>Benarkah Starbucks atau Howard Schultz memberikan dukungan finansial kepada Israel?  Tidak. Ini sama sekali tidak benar. Rumor bahwa Starbucks atau Howard memberikan dukungan keuangan kepada pemerintah Israel dan/atau Angkatan Darat Israel adalah tidak tepat. Starbucks adalah perusahaan publik dan oleh karenanya diwajibkan untuk menyampaikan setiap pemberian perusahaan setiap tahun melalui proxy statement (Starbucks, 2023).</i>	<i>Starbucks denies the rumor linking the company and its former CEO, Howard Schukz, to financial support for Israel. By clearly stating that such claims are “completely untrue” and “inaccurate”. Furthermore, Starbucks mentions that it is a public company required to disclose any corporate donation, thus strengthening the credibility of its denial by grounding it in verifiable corporate transparency.</i>
15	<i>Denial</i>	<i>Apakah Starbucks pernah mengirimkan keuntungannya kepada pemerintah Israel dan/atau tentara Israel?  Tidak. Ini sama sekali tidak benar (Starbucks, 2023).</i>	<i>Starbucks firmly denies the rumor of supporting Israel in any form. Clearly, it states that it has never sent its profits to the Israeli government or military, by using assertive language such as “this is completely untrue,” addressing the misinformation.</i>
16	<i>Evasion of Responsibility, Defeasibility</i>	<i>Benarkah Starbucks menutup gerainya di Israel karena alasan politik?  Tidak. Kita tidak mengambil keputusan bisnis berdasarkan isu politik. Kami memutuskan untuk membubarkan kepartneran kami di Israel pada tahun 2003 karena tantangan operasional yang kami alami di pasar tersebut. Setelah berdiskusi selama berbulan-bulan dengan partner, kami pun sampai pada keputusan damai ini. Meskipun ini merupakan keputusan yang sulit bagi kedua perusahaan, kami yakin ini tetap merupakan keputusan yang tepat bagi bisnis (Starbucks, 2023).</i>	<i>Starbucks clarifies that its withdrawal from the Israeli market was due to operational challenges, not political issues. Showing that Starbucks' decisions were caused by external business difficulties rather than intentional wrongdoing. By mentioning “mutual and peaceful decision,” Starbucks highlights professionalism in handling partnerships. Overall, these statements help the company maintain its image as a neutral, business-driven organization that prioritizes operational condition over political considerations.</i>
17	<i>Evasion of Responsibility, Defeasibility</i>	<i>Apakah Anda mempunyai rencana untuk membuka kembali jika ada peluang?  Kami memutuskan untuk membubarkan kepartneran kami di Israel pada tahun 2003 karena tantangan operasional yang kami alami di pasar tersebut (Starbucks, 2023).</i>	<i>Starbucks clarifies once again that the reason behind ending its partnership in Israel was due to operational challenges rather than political motives. Starbucks also aims to uphold its value of having no political stance and ensuring that all business decisions remain purely operational.</i>

18	Reducing Offensiveness, Bolstering	<p>Kapan dan di mana bisnis kami dirasa masuk akal dan terlihat adanya kecocokan untuk merek Starbucks di pasar, kami akan bekerja sama dengan partner lokal untuk menilai kelayakan menawarkan merek kami kepada komunitas tersebut. Oleh karena itu, kami akan terus menilai semua peluang berdasarkan hal ini. Saat ini, kami akan terus mengembangkan bisnis kami di Timur Tengah karena kami sangat puas dengan penerimaan yang kuat terhadap merek ini di wilayah tersebut. Kami terus bekerja sama dengan partner bisnis kami, Alshaya Group, dalam mengembangkan rencana kami untuk wilayah ini (Starbucks, 2023).</p>	<p>Starbucks explains that the company will only enter markets where there is a precise alignment and potential for the Starbucks brand. Starbucks aims to present the company positively by showcasing its professionalism, adaptability, and partnership with Alshaya Group. It emphasizes the satisfaction with operations in the Middle East. This statement aims to maintain Starbucks' image as a responsible, opportunity-focused, and partnership-oriented global brand that prioritizes sustainable business over political considerations and maintains a neutral perspective.</p>
19	Reducing Offensiveness, Bolstering	<p>Apakah Anda bekerja dengan partner Timur Tengah untuk mengoperasikan gerai Starbucks?</p> <p>Melalui perjanjian lisensi dengan partner dagang dan pemegang lisensi MH Alshaya Co. WLL, sebuah bisnis keluarga Kuwait, Starbucks telah beroperasi di Timur Tengah sejak 1999. Saat ini Alshaya Group, yang diakui sebagai salah satu perusahaan waralaba merek terkemuka dan paling berpengaruh di wilayah ini, mengoperasikan lebih dari 1.900 kedai Starbucks yang tersebar dari Afrika Utara hingga Timur Tengah dan Turki, hingga Asia Tengah (Starbucks, 2023).</p>	<p>Starbucks highlights its long-term business collaboration with Alshaya Group and emphasizes that its operations in the region are managed through a licensed partnership. Starbucks Indonesia is distancing itself from political controversies associated with the Middle East. Starbucks also highlights that Alshaya Group is a trusted and influential franchise partner, which helps maintain a positive brand image.</p>

Starbucks statement, “Starbucks’ Response Regarding the Conflict in Gaza.” (Starbucks, 2023) demonstrates the use of multiple image repair strategies in accordance with Benoit’s (1995) typology. Starbucks Indonesia predominantly employs denial to refute allegations and misinformation, while also utilizing bolstering to emphasize its positive values, global presence, and contributions to local communities. In addition, elements of evasion of responsibility are evident through the attribution of decisions to operational factors and external circumstances, and corrective action is reflected in Starbucks Indonesia’s emphasis on maintaining its core values and customer relationships.

**CONCLUSION**

The global Pro-Israel boycott creates significant challenges for multinational corporations, including Starbucks. The movement reduces sales, forces store closures, and triggers negative public sentiment, especially in Indonesia, with the largest Starbucks markets in Southeast Asia. The spread of misinformation and rising political tension also push Starbucks Indonesia to adapt its communication and public relations strategies. As the official license holder of

Starbucks in Indonesia, PT Sari Coffee Indonesia shows how global political issues directly shape consumer perception and corporate reputation at the local level.

Using Benoit’s Image Repair Theory, this study finds that Starbucks Indonesia takes several actions to manage its image crisis, including denial, bolstering, and corrective action. Through its website and social media, the company clarifies misinformation, denies political involvement, and promotes its efforts in humanitarian values through donations and peace messages. These efforts demonstrate how Starbucks Indonesia is working to rebuild public trust and repair its reputation. However, the company still relies on reactive strategies, which leave it vulnerable to ongoing socio-political narratives related to the conflict. Starbucks Indonesia’s image repair efforts help reduce short-term reputational damage but fall short of ensuring long-term consumer trust. The company needs to strengthen transparency and maintain consistent social responsibility. This study also encourages future researchers to explore how Starbucks applies image repair strategies in other regions or how other multinational companies manage similar reputation challenges in politically sensitive contexts

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